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THE GIFT OF
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To Major Albert A. Sprague II.
with splendid memories of all
you did to keep make this
camp the place it was to me.

Your Friend

Myron Adams.

Jan 8 1918.



THE
OFFICER'S RESPONSIBILITY
FOR HIS MEN

0

THE OFFICER'S RESPONSIBILITY FOR HIS MEN

PREPARED BY
THE MEN OF THE 2ND OFFICERS'
TRAINING CAMP



FORT SHERIDAN, ILL.
NINETEEN HUNDRED AND SEVENTEEN

Warr 34.04.17.7



Albert A. Sprague

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BY MYRON E. ADAMS

OFFICE OF THE COMMANDING OFFICER
FORT SHERIDAN, ILLINOIS

NOVEMBER 11, 1917.

FOREWORD

Many books have been written on the training of enlisted men of our Army, most of which have dealt with the military side only. There is another side, the influence of which is quite as important in rounding out the soldier's training to make him the ideal among the Nation's defenders.

This book is sent forth as the result of the combined efforts of men of the Second Fort Sheridan Training Camp, to place in the hands of newly commissioned officers, in concrete form, a system of solving the many problems they will meet in the development and training of the newly formed regiments in the armies of the United States. It is believed that the benefits to be gained will increase in proportion to the spirit with which it is accepted and applied.

J. A. RYAN, *Colonel of Cavalry,*
Commanding.



INTRODUCTION

The officer entrusted with a company in the National Army has a responsibility in caring for his men, equal to that in commanding them. His success in creating efficient, loyal soldiers will be in proportion to the thoughtful leadership and spirit of consideration shown in their training. Positive plans for the continued development of the good spirit of a company accomplishes far more than irregular attempts at severe discipline. Our Government expects that the new men are to be trained in an atmosphere of discipline and consideration which will fit them for the battle-field, and for the subsequent return to their own places in after days.

Such consideration should not be given as a bait for popularity, or as a substitute for necessary discipline and training. It should contribute directly to the spirit of the company. It should aim to build up a spirit around the commander and within the company, which will furnish a wholesome influence to training in teamwork, a splendid morale for battle, a condition where the failure or delinquency of men will so affect the rest of the company that personal discipline may be unnecessary.

The good officer is constantly striving to make the men under his command better soldiers. He

is continually endeavoring to make his unit the most efficient in the service. And, being a good officer, he realizes that his work does not stop with "Relief" — that he must keep as watchful and diligent supervision over his men during their leisure hours as he does on the drill field or rifle range.

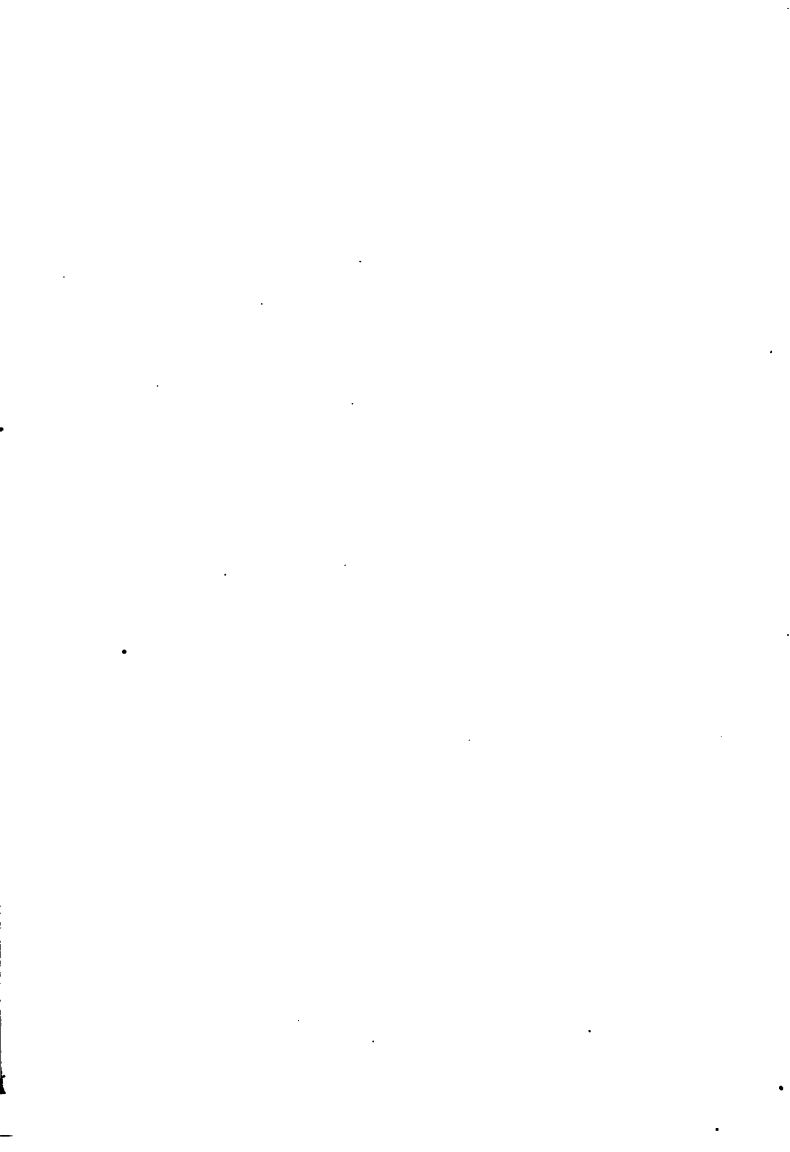
He recognizes that, while the enlisted man must have some time to himself, a good proportion of this time is frittered away in useless trifling, or in dangerous dissipation. He would not deprive the enlisted man of what leisure is rightfully his, yet he would like to tell him how to employ that time to better and more useful purposes, "for the good of the service." The trouble is,— How shall he go about it? What alternatives, what "counter attractions," can he offer?

It is hoped that this little book may help answer both of these questions. It deals with the leisure hours of the enlisted man, and how they may be turned to good account in the disciplining and training of our great new army. The suggestions have purposely been made as brief and concise as possible. They have been compiled from voluntary studies made by several groups of candidates chosen from the Second Reserve Officers' Training Camp at Fort Sheridan, Illinois, and investigated various aspects of the officer's relation to his men.

MYRON E. ADAMS,
Director of Morale.

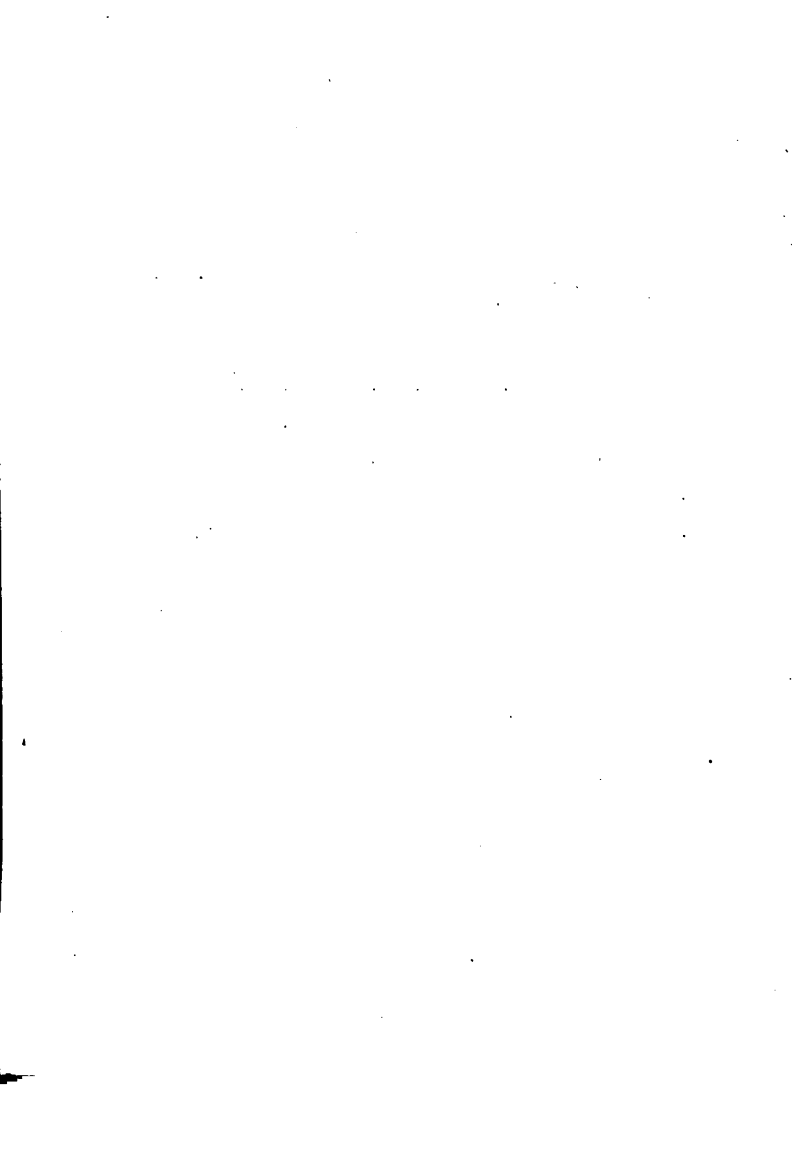
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THE OFFICER'S RESPONSIBILITY FOR HIS MEN

CHAPTER I

MENTAL TRAINING OF THE ENLISTED MAN

Most of the work of the enlisted man — in the course of his training, at any rate — is physical, and during his leisure hours his brain is keen and receptive. He reads and writes letters, and finds both relaxation and stimulation thereby. He likes to sit back and smoke and listen to music, and he will even go to a lecture, if he doesn't have to go too far.

The training of the soldier does not stop the moment his "repose" begins. What he does in his leisure time either makes him a better soldier, or a less efficient one. The good officer sees to it that the men under his command are the "best in the service," and he steals some of their leisure hours to make them so. He realizes that here is a rare opportunity for building up his command, for strengthening its morale and stimulating its loyalty, for making the men of the

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New Army not only good soldiers, but better and sounder citizens as well.

REGIMENTAL LIBRARY

Dr. Henry Van Dyke says concerning the importance of good books: "The morale of the army is the hidden force which uses the weapons of war to the best advantage, and nothing is more important in keeping up this morale than a supply of good reading for the men in hours of enforced inactivity."

At the request of the United States Government, the American Library Association has undertaken to provide libraries for the Army at home and abroad. This will be made possible by \$1,000,000 Library War Fund.

In the cantonments library buildings are to be erected, books selected, trained librarians employed. There will be a reading room with books and periodicals and a complete system of distributing agencies, affording to soldiers first class city public library service.

It is recommended that an individual free circulating library of approximately 500 volumes be established for each of the new regiments of 3600 men. Not more than 50 per cent should be fiction. A considerable amount of biography, particularly of a military and inspirational type

should be included. This library of 500 volumes should be so classified and arranged that it can be divided into three approximately equal divisions (to correspond to the three battalion subdivisions of the regiment). Each of these lots of books to be carried in two boxes, weighing not exceeding 75 pounds each. The books are to fit snugly in the boxes and the boxes are to have tops with heavy screws and small malleable iron handles on each end. Each of the battalions should interchange these sets, which could be carried conveniently under all circumstances.

The following are some authors and books recommended by an experienced high army official:

1. Army and Navy Information — Major D. W. C. Falls.
2. Works of the following authors:

Jules Verne.	R. L. Stevenson.
Capt. Marryat.	Kipling.
Capt. Mayne Reed.	Bret Harte.
Dumas	Charles O'Malley.
Harry Lorrequer.	Jack Hinton.
3. Troops on Riot Duty — By Stockton Dickinson — Street Fighting.
Militia Field Manual — Guild and Test — Field Service.
Scouting and Patrolling — Waldron — Patrolling.

Machine Gun Training — Captain E. J. Solano — Machine Guns.

Company Training — Stacey — Organization, Administration and Training.

Provisional Drill and Service Regulations for Field Artillery — U. S. Army 1916. Horse and Light.

Fundamentals of Military Service — Lincoln C. Andrews.

INFORMAL LECTURES

The men of the New Army should be brought together by companies and regiments (preferably by companies) and given informal talks on subjects which fall rather outside the general scope of military training. Take for instance, a talk or series of talks on the "Causes of the War." Such a subject could be handled in a highly interesting and effective manner. It is surely most important that a soldier who is to fight on behalf of a democracy that "will not go to war in the dark" shall understand the main issue of the war his country is engaged in, and it is doubtful whether even the fairly well educated man has any more than the vaguest ideas of Balkan diplomacy, of Germany's dream of middle Europe, and of the submarine controversy which led immediately to our participation in the war.

"Great Battles of the War" gives opportunity for another excellent series of talks. Take, for instance, the Battle of the Marne. All that the average man knows of the Battle of the Marne is that the French under Joffre checked the German advance and saved Paris. He knows little or nothing of the wonderful strategy of it; of Joffre's great retreat that led the Germans on too fast; of the last minute creation of the "taxi-car army" which, under Gallieni, was to attack Von Kluck's flank; of Foch and his brilliant manoeuvres on the center; of Joffre's message to the French Government at Bordeaux the day before the battle opened. It is a thrilling story, and to hear it is to make a man's blood tingle — to give him a new conception of the bravery and brilliance of French arms, and to inspire him assuredly to become a better soldier.

Even more pertinent, perhaps, would be a lecture on "French History and Customs," concerning which the American soldier should know a great deal more than he does. He should know what manner of people the French are, for soon he is going to live in their land and fight by their side. Those who have been fortunate enough to spend any considerable time in France realize how vague and half-baked our ideas of the French people often are, and how a little judicious information would make for a keener and readier

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appreciation of their fine qualities. These lectures may be designed to include many more subjects, among them one on the "Traditions and History of Our Own Army."

A series of lectures on these subjects is now being prepared, and will be printed in pamphlet form and sent to all officers who desire them. Furthermore, if so desired, additional lectures will be mailed regularly upon publication. A letter from any army officer to Myron E. Adams, care Fort Sheridan Association, Chicago, will bring them.

These lectures, or rather talks, are very informal. They should be given by officers, and after each talk opportunities should be afforded for questions and general discussion.

MOVING PICTURES

Moving pictures may be utilized to great advantage, both to supplement the lectures and talks, and to be used independently. A great number and variety of moving picture films and lantern slides can be obtained from the University of Wisconsin, through the Bureau of Visual Instruction, William H. Dudley, Chief, Madison, Wisconsin. For service outside the state of Wisconsin a charge of \$1.50 per reel per day is made, and \$2.00 per set per week for the slides.

Here are only a few of the subjects thoroughly treated by the Bureau. A complete list with application blanks to be used in renting the reels and slides may be had from Fort Sheridan Association. The numerals give the number of slides.

LANTERN SLIDES

Life of Abraham Lincoln (57), Allied Europe (100), At the Gates of the New World (Immigration, 69), The Battle of Gettysburg (78), Belgium and the Belgians (122), Birth of Our Nation (52), Joan of Arc (50), Strolling Through Old England (100), Life of George Washington (78), Paris and France (100).

MOVING PICTURES (WITH NUMBER OF REELS)

The Battle Hymn of the Republic (1), Life of Abraham Lincoln (2), The Making of an American (Immigration, 1), The Birth of a Big Gun (1), The Death of Nathan Hale (1), Manufacture of Firearms (1), Life in the United States Army (1), Paul Revere's Ride (1), The Story of the Bell (1), Back to the Farm (1), From Wheat Field to Oven (3), The Man Who Learned (1).

Complete outlines and syllabi are sent with these reels and slides. When they are not available at the Y. M. C. A. building, conference with its association secretary will often make it possible to have these pictures given in the regular entertainments at the building.

STUDY OF ENGLISH

In the New Army will be found many men of foreign birth and extraction. In camps where men are recruited from large cities, there will be men who speak English very poorly. It is recommended that simple courses in the study of English be established in regiments or companies containing such men. This plan will be simplified by the fact that men from the same recruiting districts are assigned very generally to the same regiments and companies, which tends to localize, in large measure, men of foreign extraction. These courses should be held in the evening, as often as is feasible. They should be under the supervision of the officers and be conducted by enlisted men wherever such men capable of conducting the courses are found. Otherwise, they may be conducted by instructors brought in from the outside.

AMERICANISM

Hand in hand with the instruction of English for foreign born recruits comes instruction in the principles of Americanism — the Institutions and Ideals of our country. Obviously, we all know too little about the things our country stands for; we may feel them, but we cannot put them into words, and it does us good when somebody puts

them into words for us. Especially is this true in the case of the foreign-born citizen, who is still by heredity and otherwise linked to other institutions. In a company composed (let us say) largely of Poles, an excellent thing would be an occasional talk by some prominent Pole, outlining these American ideals and telling of the thing which men of Polish extraction have done to further and foster them. For a practical system of education in Americanism write for pamphlet to Detroit Board of Education. It can be used as a text or for reference.

EDUCATIONAL GAMES

There is a great opportunity for education in games. The countries, battle fields, trench lines, historic places can be presented in such a way that the soldier cannot forget them. Arrangements are being made with commercial concerns to execute plans provided by this committee. It must be borne in mind that often the best way to train the mind is by educative play. This applies to games of other kinds in company formations where men learn to think quickly and imitate readily and independently. An occasional debate in the company on some well selected subject, conducted according to accepted rules may be made an educational force of great value.

CHAPTER II

HIS PHYSICAL WELFARE

GOOD CONDUCT AND GOOD HEALTH

It is a fact that a big percentage of disease exists through communication. This is true of practically all classes of disease, many of which can easily be avoided if only a little precaution is used. For instance, if you have a severe cold it can very easily be communicated to the man in the next bunk unless you cover your mouth when you cough or sneeze. Even though your affliction be very mild, the one to whom it is communicated may not possess your powers of resistance, and in his case the affliction develops into a serious one.

Thoughtlessness and carelessness are the two best friends of disease. The man who is considerate of others is the one who also watches out for himself.

He disciplines himself as carefully and as rigorously in the little (yet vastly important) performances of daily life as he does in the more obvious and showy manœuvres of the drill field. The good soldier is always a good soldier.

Nor does he pay such exacting attention to the little things that he loses sight of the big ones. When pay day comes he does not make for the nearest saloon. He is proud of his health, of his physical fitness, of his ability to give at all times the best that is in him. He knows that in war time venereal diseases have killed and permanently disabled more men than shrapnel. He keeps clear of camp-followers and women of the underworld. Aside from army moral issues involved, he knows that **it isn't worth the risk, and that the risk is tremendous.** A man who deliberately exposes himself to venereal disease is the same as a traitor, because, by knowingly running the chance of forfeiting his worth as a soldier, he betrays his country.

Be a good soldier, and demand of the men under you that they be good soldiers also.

PHYSICAL CONDITION

Importance. Too much stress cannot be laid upon the value of proper physical conditions for the soldier either in garrison, on the march, or in camp. Proper physical conditions bring return in the shape of health and a good morale.

It is needless to say that dirt, dust, lack of sanitation, and ventilation and general neglect lead to disease and disorder, and that cleanliness,

sanitation, fresh air and sunlight lead to that state of general good health which is necessary before an army can render the service it should.

The expression "it pays" conveys a world of meaning. It pays to secure a good morale, and one of the surest ways to secure this is to make every effort to keep every individual man happy, healthy, and contented. Improper physical conditions are breeders of discontent, disrespect, and disorder.

The Wrong Viewpoint. Too much condemnation cannot be given to the attitude which is so often expressed by the words: "Be tough" or "You're in the army now." An officer makes a grave mistake when he fails to use all reasonable measures to secure for his men, individually and collectively, the maximum of comfort. Expression of such ideas as given above tend to start a wedge between the men and the officer. Not only is this true, but this attitude tends to discourage a proper observance of the rules of health and hygiene. Men are too prone to neglect, for instance, to change their socks or underwear after a wetting if they think their mates are going to christen them "sissies" or "soft guys," and the officer should be extremely careful not to foster this attitude for it is bound to bring a reaction altogether undesirable. In camp especially, the rules of hygiene must be carefully

observed and the officer who gives official sanction to the belief that the man who puts on a second pair of socks or a heavier suit of underwear is a mollycoddle is bringing trouble and grief down upon himself and his men.

The New Army. In the rush of organizing the new National Army, the important matters of organization naturally will take precedence. As with any large project a number of details not immediately connected with the actual progress will be neglected. One of these details is apt to be the provision for proper physical well being, and there are going to be unusual opportunities for commissioned officers to render service.

IN GARRISON

The Kitchen. There is no possible excuse for dirt in the garrison kitchen. The officer should go to any length to secure cleanliness. A daily inspection should be made of the kitchen and mess hall, and this inspection should not be allowed to be perfunctory.

Iceboxes and Milk Cans. Iceboxes, including their dark corners, should be thoroughly scrubbed daily, with hot water. Particular care should be given to milk cans, if they are used. Without constant attention, these receptacles become sour and foul. If neglected further they become

disease producing. Hot water is always necessary for a thorough job.

Woodwork. Floors, tables, and benches in the mess hall should be cleaned daily. Hot water and lye should be used.

Garbage Cans. The garbage cans should be kept as clean and sweet as possible. Without frequent washings they attract flies and become spreaders of disease. They also become rusty and soon wear out.

Towels. Towels should be provided in quantities sufficient for use. They must be aired frequently, else they will become sour and unfit for use.

Personal Hygiene. Orders should be issued to the kitchen staff demanding a thorough washing of the hands in warm water and with soap after each visit to the toilet. All men in the kitchen must be healthy beyond doubt.

Care of Food. Cooks should be instructed to separate foods with strong odors from other foods. This would include such foods as codfish, cheese, bacon, and fish.

Balanced Diet. No officer in charge of the health of a body of men should fail to make a study of foods and their relative values, and if his cook does not know how to serve proteids, fats, and carbohydrates in proper proportions, he should instruct him how to serve a balanced ration.

Common Errors. Each officer should watch for the following common faults of cooks:

1. See that such foods as rice, hominy, beans, and oatmeal are thoroughly cooked. If partially cooked they are apt to cause intestinal irritations and disease.

2. Meat is apt to be taken from the stove an hour or more before meal time, and in order to heat it again the cooks pour hot, greasy gravy over it.

3. Scraps, bones, and fats are not used judiciously.

4. Hashes and stews are easily made, and there is a tendency to serve them frequently. If served too often, they become monotonous.

5. Coffee and soup are too often put on the table so long before the meal that they become cold and unsatisfactory.

6. Coffee pots are not emptied daily.

7. Cooks are prone to go "stale." They frequently serve meals with too little variety. Give your cook an outlook, if possible, and teach him to realize his importance and responsibility.

LIVING QUARTERS

Cleanliness. Frequent inspection should be made of the living quarters to see that they are kept clean and wholesome. For discovering con-

ditions surprise inspections are effective, while an announced inspection is a sure way to have things cleaned up.

Ventilation. In cold weather there is a tendency to shut out all outside air. Orders should prevent this. Men should be taught that "colds" are not caused by drafts, but by micro-organisms which gain the ascendancy when bodily resistance is lowered for any reason. These micro-organisms thrive in warm, unventilated rooms.

Cheerfulness. Living quarters should be made as cheerful as possible, but men should not be allowed to hang decorations which serve no useful purpose. These collect dust and soon become a nuisance. Some effort should always be made toward uniformity in the barracks. For instance, such articles as men's overcoats should be hung at a certain level and in a certain relative location with reference to each individual bunk. This prevents a ragged, unkempt appearance so apt to prevail in barracks if no attempt at uniformity is made.

"Barrack Odor." A "barrack odor" can be prevented by a weekly cleaning of the barracks and weekly swabbing of quarters. Every effort should be made to adhere to this schedule.

Vermin. If vermin are discovered, every effort should be made to eradicate them. A very effective method is to wash the suspected woodwork with boiling water, and then to wash it thoroughly

with a five per cent solution of carbolic acid. Suspected clothing should be washed and steamed.

Cuspidors. If cuspidors are not furnished, they should be secured or constructed. A shallow wooden box filled with sawdust or sand will serve the purpose nicely.

LATRINES

Cleanliness. The latrines should be kept clean and sanitary. They should be cleaned thoroughly at least once a day and in winter be thoroughly aired out daily. Seats of toilets should be washed once in three or four days. Urinals should not be allowed to cake. Care should be used to prevent the indiscriminate use of carbolic acid and chloride of lime, if these are obtainable. The tendency is to use these to hide any other odors due to improper care.

Bathing by Roster. If hot water is not easily produced, efforts should be made to conserve it. A very effective method is bathing by roster. This prevents "hogging" of hot water and stimulates the production of a stated quantity of hot water daily.

Toilet Paper. Toilet paper should be kept in sufficient quantities to prevent the use of other paper, for two reasons:

1. Other papers tend to clog the drains.
2. They are liable to scratch the anus.

Inspection of Feces. Men should be told to inspect and study their feces before flushing. If done regularly, the observer learns much of the effect of various kinds of foods and of his general condition from day to day.

Regularity. Many men do not appreciate the value of regularity in the matter of relief of the bowels. They should be instructed to make regularity in this matter a habit. If duties interfere they should be told to perform this function in every case at the first opportunity presented.

ON MARCH

Water. One of the biggest problems of the march is proper water supply. It is extremely difficult, even for the skilled man, to detect impurities in water. Sources of water should, therefore, be carefully studied in every case, and in doubtful cases the water should always be boiled.

Use of Canteen. Each man commences the day's march with canteen full of water. Each captain should insist upon the proper use being made of this water, and men should not be allowed to drink large quantities of water when on the march.

Disposition of Excreta. Officers should insist upon the proper disposition of excreta when on

the march. Where halts are made for less than half an hour, the sanitary soldier designates a place where men may urinate and defecate. Each man must cover his excreta by means of his bayonet or by other means. If halts are for more than half an hour the sanitary soldier should dig a trench six inches to a foot deep to care for the excreta. This should be covered on resuming the march.

Packs. Officers should instruct men not to sling their packs so that they constrict the chest. This prevents proper inhalation and tends to cause fatigue. This is an important matter, but one which is too often forgotten.

Rests on March. On the march every possible consideration should be shown the men. The weaker as well as the stronger men should be considered. The officer should realize that it is far more desirable to cover fewer miles and reach camp fresh and cheerful than to pitch camp late with all the men worn out and fretful. Any over-taxation of the nervous and physical system will slow down the men on the following day.

POINTERS FOR MARCH

1. It should be known that excessive smoking while on the march causes thirst; smoking, therefore, should be discouraged.

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2. Chewing gum is an excellent aid for the march.

3. Singing on the march should be encouraged, unless silence is imperative.

4. Encourage those exuberantly cheerful spirits which are usually found in any group of men. They act as a tonic to a tired group of soldiers.

IN CAMP

Kitchen. As in barracks, the kitchen is one of the most important parts of the command, and each officer should insist upon its furnishing good, wholesome food. This will be more difficult under camp conditions, but it behooves the commander to urge his mess sergeant and his cook to study the situation and he should consider it worth his own personal attention.

Cleanliness. In camp, cleanliness is second only to the actual furnishing of food, and to insure this cleanliness there should be a rigid daily inspection.

Dust and Flies. The biggest single problem for the company cook will be the protection of food from dust and flies; in many camps this matter is allowed to "slide" without proper measures being taken. Sheeting and boxes should be utilized to cover food waiting to be served. Each company should have a liberal supply of mosquito netting and

wire on hand. These should be used judiciously in the protection of food from flies and insects.

Intestinal Infection. The tendency to intestinal infection is increased when on the march. For this reason, the precautions regarding the too frequent use of such vegetables as green corn, boiled cabbage and overripe or green fruits apply with more force then when in garrison. Any carelessness of cooks in allowing potatoes, oatmeal, hominy, beans or rice to be served before being thoroughly cooked should be stopped at once, as this will eventually cause trouble.

Food Boxes and Garbage Cans. The daily inspection should include a minute and thorough examination of all boxes and bags used in the storage and transportation of food and of garbage cans. The latter must not be allowed to become foul and sour.

Kitchen Fire Crematory. Every bit of organic matter which cannot be utilized should be burned. For this purpose the kitchen fire is used wherever possible. Where not possible the "Arnold Pit" is often used. The kitchen fire together with the pit should consume all waste from the kitchen, including dish water, coffee grounds, bones, and tin cans.

The Arnold Pit. The Arnold Pit has given satisfaction for many years. It is built as follows: Dig a pit about sixty inches long, thirty inches

wide, and forty-eight inches deep at one end and thirty-six inches deep at the other. This pit is filled to a height of a few inches above the ground with loose stones, and is then banked on all sides to protect it from surface water. The ends of the trough thus made are left open, but the kitchen fire is inclosed on all sides. It is, of course, built on these stones. All waste, including watery material, is poured into this trough at the shallow end. The hot stones evaporate the water. All solid waste, including tin cans, are also consigned to this fire. This arrangement can be improved upon by straining all waste water of solids by passing through a straw strainer. This straw is burned daily and replaced with fresh straw. If water is poured into the pit in such quantities that it cannot be cared for, extra drainage should be provided by leading a trench from the deep end of the pit to a drainage pit or near-by stream.

Selection of Camp Site. Sometimes the company commander is required to select a camp site. He should study carefully the directions laid down in Field Service Regulations. However, he should remember that from a sanitary standpoint, there are three important considerations:

1. The site should be clean and healthful.
2. It should be kept clean and free from infection.
3. It should be left so upon departure.

Old camp sites should be avoided wherever possible. An old camp site is usually taken to mean one which has been used as a camp site within the past year.

The site of a camp should have a natural slope so that the water from tents and streets will be quickly carried away. If natural drainage does not exist, a system of drains should at once be dug. This system should be planned carefully, with reference to small changes in the surface of the camp ground.

The camp site should be comparatively free from stumps and rocks. Rocks are particularly troublesome and undesirable. The soil of the camp site should not be of sand or soft loam, as both give rise in windy weather to dust. A grass-covered surface is desirable, although grass soon disappears and should be cleaned up.

Water Supply. Needless to say, the source of water for the camp should be thoroughly investigated. If pure, it may be used as delivered, but if there exists any doubt, the water should be boiled, or treated chemically. As boiling is usually expensive and time consuming, it is usually superseded by the chemical treatment, which is as follows:

Add one part of chloride of lime to about 5,000,000 parts of water. For small quantities this may be measured by taking a level teaspoon-

24 THE OFFICER'S RESPONSIBILITY

ful of chloride of lime and dissolving it in four pints of water. Of this add one teaspoonful to four gallons of water or ten teaspoonfuls to a barrel of water. All this treated water to stand half an hour before using.

Waste Disposal. The sweepings of camp, litter, and manure should be burned, otherwise they will attract flies and become not only a nuisance, but a menace. Three forms of crematories are in use and each is readily constructed.

1. A circular pit with a pile of rocks and stones piled up in the middle. The fire is built around these stones.

2. A niche is dug in a bank or trench open at one end.

3. A cylindrical crematory made of mud, brick, corrugated iron roofing, old garbage cans or any other suitable material. The size of this upright cylindrical crematory varies with the size of the command. One as large as an ordinary barrel will serve the requirements of a company. One with an inside diameter of three or four feet at the top and four or five feet in height will serve for a regiment.

Disposal of Excreta. The human waste must be disposed of effectively and promptly. This is one of the most important problems of camp sanitation. Various methods for this disposal are used, and just which of three methods is to be used will

depend on the permanency and location of the camp, as well as other points. Three methods of disposal are:

1. Incineration.
2. Water carriage.
3. Land carriage.

Incineration. The first method of disposal may be dismissed with a word. Although most effective, it is usually too expensive and cumbersome a method for any but a permanent camp.

Water Carriage. Where a permanent or semi-permanent camp is located on some stream not used for drinking purposes, or on a tidal stream, water carriage may be used with success and economy. These conditions, however, are not often found.

Land Carriage vs. Trench Latrines. Two methods are usually resorted to in the disposal of human excreta. They are by means of land carriage and trench latrines. These systems are described below:

The pail or box, and the Reed Trough methods are among the most satisfactory methods for the collection of the excreta. With each of these systems of collection there must be some means of disposal, for without proper disposal the system is not complete.

After it is collected in boxes, pails, or troughs, the excreta must be disposed of by (1) burial;

(2) burning; (3) use of pits covered with petroleum; (4) dumping into running streams, and (5) dumping at a distance from camp. The labor of cleaning these receptacles is considerable and close supervision is needed to see that bad odors do not abound; and that flies are not allowed access. For these reasons and because the pails, boxes, and troughs are impediments, the older system of trench latrines is frequently used.

Trench Latrine. The trench latrine or common privy is still extensively used, and when properly constructed and cared for is quite sanitary. The principal objection to the deep trench latrine is the danger of pollution of the ground and drinking water, but in camps where drinking water is obtained at a distance from camp this would not be true.

Construction of Trench Latrine. The trench latrine to be properly constructed should be dug to a depth of six feet or more. The soil should be so braced that it will not cave or wash in. It should be covered so that hole seats cover automatically and all cracks and crevices should be caulked or closed up. Separate urinals should be provided of tin or tarred paper. These should be made impassable for flies by stuffing lightly with grass, straw or moss.

Petroleum. Recent use has demonstrated that crude petroleum is far more satisfactory than any-

thing else which has been used heretofore for the proper sanitation of pits. It has the following advantages:

1. It is easily handled.
2. It keeps down odors.
3. It is fly-repellant.
4. It prolongs the usefulness of pits.
5. It is of sanitary value in other ways.

Bathing. It is important that the labor or inconvenience necessary to secure a bath be lessened to a minimum else this will be neglected. Commanders should study this problem, as it usually is a difficult one in camp.

If the weather is cold, the tent or building used as a place to bathe should be heated. A proper drainage should be provided by digging a space five or six feet square to a depth of four inches and filling this with gravel or fine stone. Over this a wooden grating is placed, on which the men bathe. If this pit does not properly dispose of the water, a trench four inches wide and a foot or more deep conducts the water to an open trench or soakage pit.

If water can be piped to the bathing place and heated in sufficient quantities, the problem is solved. But this cannot usually be done in camp, and other expedients must be used. One of these is to put a large boiler on the stove. This is kept full of water, and any man taking a bath must replace an equal amount of cold water for all the

hot water removed. Effective use can be made of this method if each bather scrub himself from a pail or basin, then use a pail with perforated bottom suspended above by means of a pulley and rope. He thus secures an improvised shower bath.

SANITATION IN THE TRENCHES

Soon we are to take our places in the trenches. We have already learned something of life there. We know what a complicated and involved existence it is, how different from anything we have previously experienced. We know that whenever men live closely confined and packed together for a long time, sanitation becomes a problem of paramount importance.

Trench Sanitation is too big and detailed a subject to be treated in this pamphlet. Every officer should have a copy of the very excellent little book, "Sanitation in the Trenches," by Lieut. Colonel Champe Carter McCulloch. This may be had free of charge by writing Myron E. Adams, Fort Sheridan Association.

THE HEAD — ITS USE AND MISUSE

No part of the body, not even the feet, can be considered more important to the soldier than the head. The surgeon's examination of the eyes, ears,

mouth, and throat is especially keen. Certain it is that a good soldier must see and hear well. Therefore these parts must be carefully protected; there should be no chance for infections to creep in whenever simple precautions will prevent. The teeth must receive careful, daily care. Teeth should be brushed at least twice daily, once upon retiring. Use a good tooth brush with stiff bristles that will not loosen. Then see that the brush is kept clean by having a clean place for it. One recalls how in the days of the Spanish-American War our soldiers carried their tooth brushes fastened in the cords of their hats. This was supposed to give them a sort of devil-may-care military dash. Who knows how many thousands of germs were caught by these tooth brushes, and how many of the owners in consequence suffered from fatal disease? The brush can be wrapped in a towel or placed in a glass receptacle made for the purpose and put far enough away at least to prevent traveling microbes from finding a resting place there. In case of a diseased tooth it is better usually to have it removed. Most dentists are too conservative. A soldier has not the time for regular visits extending over a period of weeks, and especially when the trouble goes far beneath the surface and an ordinary filling will not answer. But proper care of the teeth will prevent many of these troubles. Tooth paste or powder should be

used, providing the latter is not too gritty, thus cutting away the enamel.

Hair. Long hair is not a help to cleanliness. It should be cut short, leaving enough for the part. This makes the weekly shampoo easier. Treatment for head vermin: one-half pint sweet oil and one-half pint kerosene oil. Shake well and rub thoroughly into head and scalp. Wrap head in towel and leave application on for six or eight hours. Follow with shampoo. One treatment should effect cure. Tincture of larkspur is also good if available. The weekly shampoo will prevent nits and do away with a dirty, greasy scalp. A little salt should be used in the shampoo.

For body lice, ten parts of water to one of gasoline with a little vinegar added will provide a cure.

Typhus, the dread disease which killed off thousands in Serbia during the present war, is known to be carried by both body and head lice; therefore, cleanliness is highly important rather than simply fastidious.

Eyes. Wash the eyes with clear water after a dusty march. Most of the foreign particles will be washed away by this method. Boracic acid is helpful in the case of irritation.

Insect in the Ear. Hold the head over on one side with the ear containing the insect uppermost; fill the ear with warm water; this will drown the insect in a few moments, and then suddenly by

turning the head to the other side it may come out with the water. Syringing with a warm five per cent solution of soda will remove hardened wax.

Nose Obstructions. Flies deposit eggs in the nostrils with the result that maggots develop there. Maggots in the nose may cause death. Inhale through the nose a half teaspoonful of chloroform and while the maggots are stupefied syringe them out with warm normal saline solution.

Foreign bodies in throat are usually bones or masses of food. If a bone can be seen it can be removed by fingers or forceps. If not, it may be carried down by eating dry bread.

Foreign bodies in the air passages may be removed by holding a person up in air, head down, and the delivering of blows between the shoulders.

THE MESSING OF THE TROOPS

The soldier fights on his stomach; the well-fed soldier puts up a better fight than the poorly-fed one; therefore, the prime importance of the mess. But here again we have a subject which cannot be adequately treated within the restricted confines of this book.

C. A. Bach, Major Cav., D. O. L., has prepared an extremely interesting and valuable pamphlet on "The Messing of Troops," which may be obtained by writing to the Fort Sheridan Association.

Some of the subjects treated in this pamphlet are, Four Essentials for Successful Mess, Mess Waste, Kitchen Cleanliness, Balanced Ration, Best Devised Army Ration, How to Save on Meats, "Ten Commandments" for the Mess.

THE CARE OF THE FEET

It is a recognized fact that the marching ability of an army goes far toward its ultimate success; rapidity of movement is the one great object, and as the strength of a chain is that of its weakest link, so is the march of an army governed to a great extent by that of its slowest units,—and footsore troops must of necessity be slow.

A soldier cannot well give too much attention to his legs and feet, as he thereby keeps them in good condition and directly increases his value as a soldier. Any trouble with them should at once be corrected by means of bathing, clean socks, properly fitting shoes, proper nail trimming and cleaning, or, if of a kind not correctible by such means, it should be reported to the surgeon. The most important factor in the care of the feet is the shoe. Civilian shoes—particularly light, patent leather, or low shoes—are sure to cause injury and in time ruin a man's foot. Only shoes issued by the Quartermaster Corps should be worn, and these should be prop-

erly fitted. A soldier may have to march many miles over rough roads, carrying a heavy pack. The pack causes the foot to spread out to a larger size, and the rough roads exercise the muscles of the feet so that they will swell greatly through the increased blood supply. The fitting of the shoe to the foot and the care of new shoes is fully described in General Orders No. 26, War Department.

The several Allied armies use different remedies to prevent foot trouble on the march. In our army it is the practice for men to wash their feet at the end of march with soap and water and change to a clean pair of socks. If the skin is tender or perspires, wash with warm salt water or alum water, but do not soak. Should blisters appear on the feet, evacuate them by pricking at the lower edge with a pin which has been passed through the flame of a match. If serious abrasions appear, use adhesive tape as a protective covering. If trouble is expected from blisters, stretch adhesive tape over the exposed part and the friction is removed or lessened. Cut the toe nails square (fairly close in the middle, but leave the sides somewhat longer), as this prevents ingrowing nails.

The English use the same remedies to prevent foot trouble on the march except that the feet are washed several times on the march with a solution of "Conduis fluid," a preparation given them by the accompanying surgeon, who inspects

the feet. The foot is massaged and the sock is turned inside out and replaced. The turning of the sock places next to the newly cleansed foot the side which is free from skin excretions. It is a good plan to soap the insides of the socks before marching. In all the armies a woolen sock is used, but it should not be too long, for the extra length in overlapping the underwear is a harbor for vermin.

Here are three simple remedies for sweaty feet furnished by soldiers of the Allies. An Irishman said that his remedy is the best: Bathe the feet in cold water in which a teaspoonful of borax has been added. Then rub them briskly with spirits of camphor. A Canadian offered this: Bathe feet in hot water containing a teaspoonful of soda, let dry on feet. An Englishman claimed that alcohol rubbed on the feet after a cold foot bath cured him and many of his comrades of sweaty feet.

Stinking of feet is the result of filth and infection by a parasite. The parasite attaches to the sweat and sebaceous glands of the feet and an offensive odor is given off. A member of the Princess Pat Regiment gave the writer this remedy: He planned to kill the parasite, so he washed his feet in one per cent formaldehyde solution and allowed it to dry on feet. Using powdered charcoal as a foot powder, he cured himself of stinking feet in six months.

The European War has brought to light a powerful disabling disease, called "trench feet." The symptoms, speaking generally, rather closely resemble those of frost-bite, and in mild form the disease resembles chilblain. If improperly treated or if severe, gangrene results. There are three stages: first, stasis; second, exudation; third, gangrene, which oftentimes necessitates amputation of one or both legs above the knee.

The conditions that induce the disease are filth, continuous moisture, and temperature near or below freezing. Sergeant Pope of the Canadian forces said that to filth is chargeable 75 per cent of the blame. In the trenches drainage is the great problem. The water penetrates the footwear and leggings and softens the skin. If filth has accumulated the discharge of body waste cannot be accomplished because the pores are clotted with filth. The blood does not come to the skin and consequently the moisture reaches the temperature of the air, or the trench water. Freezing of skin and surrounding parts takes place. The soldier will not be aware of the fact until the shoe is taken off and at once the feet swell to an enlarged size so that replacing the shoe is impossible. The filth is the direct cause of the infection, but the moisture and cold create the favorable condition conducive to the disease.

The preventives for "trench feet" are very simple and quickly applied; but the remedy is long and difficult, leaving the feet in a weakened condition.

The foundation for all methods for prevention of "trench feet" are alike, in that the object is to keep feet clean and free from moisture. The circulation of blood must be kept up to combat the intense and continuous cold to which the feet are subjected.

The most ideal footwear is rubber boots and woolen socks. The socks must be changed often because of the accumulation of perspiration, which will bring about conditions favorable to "trench feet." Rubber boots are not always obtainable, so means must be taken to keep the feet and legs as dry as possible.

The Canadians are issued tallow, or as they call it, "dubben," to rub on shoes and boots. In very wet weather the socks are sometimes also rubbed with it. The skin of the legs and feet are rubbed with whale oil. During the cold weather they have a system which is a positive protection. In the front and second line trench during freezing weather the men are compelled several times daily to take off one shoe at a time, wring out the sock and turn inside out and rub foot for two or three minutes until the circulation is again set up in the foot. The other shoe is taken off of the

foot and replaced. Only prescribed men do this at one time giving safety from an attack by the enemy. In the reserves a section take off the shoes for an hour at a time so as to give comfort to the person and protection from the enemy.

The Canadians, especially the members of the Princess Pat, do not recommend the wrapped leggings, that is the ribbon or English wrapped legging. They say it serves well for dress and for marches and dry cold weather, but when in the trenches during the fall and spring rains the wool of the leggings becomes wet and it is impossible to keep it on unless wrapped so tight that circulation is partially stopped, and "trench feet" and varicose veins result if the circulation is not restored often. They say that the canvas legging best serves the purpose and protects the top of shoes from mud and dust.

The English use neatsfoot oil for shoes, whale oil for the skin, with a frequent turning of the socks.

The drainage of the trenches by military engineers, or this being impracticable, the raising of the foot level in the trenches by fascines and brushwood is the greatest help to combat "trench feet."

MISCELLANEOUS SUGGESTIONS

Keep the legs elevated while resting, and avoid the sitting posture in sleeping.

Socks with holes should be worn on opposite foot if it is impossible to darn them.

A good remedy for sweaty feet is to bathe the feet in water to which a teaspoonful of borax has been added. Afterward rub them briskly with spirits of camphor.

If oils or soap are not at hand, common cooking grease can be used for shoes and socks.

Shoes that are worn to the side should be reinforced so that the defect in the foot can be corrected before a permanent irregularity of the foot is created.

PHYSICAL EXERCISE

Systematic physical exercise is an indispensable part of the training of troops. The recruit — especially he who comes direct from office or indoor work — must be hardened and built up for the arduous duties which lie before him; but this hardening and building-up process must be gone about systematically. It must not be overdone at the start, or it defeats its own purpose. There must be a nice scientific adjustment between what the average man can stand and what he shall be required to do. Going easily at first, and gradually "speeding up," the officer in charge of physical drill gets his men in condition, and then in better condition, and then in perfect condition.

All parts of the body come in for attention; none is slighted.

There are three types of physical exercise, as follows:

1. Physical exercise which tends to beautify the body.
2. Physical exercise which strengthens the body by enlarging the muscles, and increases the size of the body in general.
3. Corrective gymnastics which overcome the incorrect forms of the body.

We are not concerned with the first, but much attention must be given to the last two.

Progress can not be made in increasing the size of the muscles until the body has been corrected to a natural position. When giving physical exercises the instructor should bear in mind that by employing the same movements continually certain muscles will be greatly strengthened and enlarged, but this is not the object of these exercises.

The object of physical training is health, by means of which are acquired the capacity of endurance and of resisting disease, and the manly qualities of strength, activity, courage, and presence of mind.

These exercises should develop every muscle in the body; in this way there will be several muscles to perform the same work that one must

otherwise perform. The most vital arteries and veins in the body are protected by the muscles and if a single muscle is greatly enlarged it will tend to check the free flow of blood in this part.

Corrective exercises are employed for removing defects of carriage of a more serious and permanent nature.

Bad cases of that common form of defective carriage known as "round shoulders" especially call for the application of these corrective exercises. In this deformity there is an excessive curvature of the upper part of the spine, the shoulders stoop forward over a flat chest, and the head is held in the attitude described as "poking chin."

In fact the whole carriage denotes a cramped and immobile chest, the most unfavorable condition for taking part in the regular training.

Round shoulders are the usual accompaniment of poor physique and lack of physical training, and give a predisposition to lung complaints.

Some exercises which will correct round shoulders are:

1. Head bending backward with resistance.
2. Arms held forward and parted with resistance.
3. Chest expanding.

"Hollow back" is that condition of the spine where the lumbar region is too much curved forward and the pelvis inclined in proportion. It is caused by weak muscles of the abdomen, or by weakness of the extensors of the spine.

The large front on some men is caused by weak muscles in the abdomen.

Both of these latter cases can be corrected by giving exercises which will work the muscles of the abdomen.

The "kneeling rest" exercise is very good for working these muscles if the head is held back with resistance. Another good exercise is to lay flat on the back and, holding the knees stiff, raise the legs vertically. This is very good to strengthen the muscles of the abdomen.

Flat foot is caused by poor development of the flexors of the toes and their consequent inability to maintain the longitudinal arch of the foot, which accordingly sinks down under the weight of the body.

Flat foot is cured by strengthening these muscles with "heels raising" and "marching on the toes."

Exercises should not be given when the men are fatigued, or immediately after a full meal.

Particular attention must be paid to the development of the chest, in order to strengthen and develop the heart and lungs, and to afford

them plenty of space for their proper working; for it is upon the capacity and healthy action of these organs that the physical condition of the man depends.

In arm exercises the hands should be held apart a trifle more than the width of the chest so as not to hinder with the breathing.

One organ should not be overworked and then not cared for. Take the heart, for example. It was advised by the physical training instructors in "His Majesty's Fleet" that at the beginning of the exercises it was good to go through some violent exercise which would cause the heart to beat much faster. This exercise which has overworked the heart should be followed by a leg exercise. When a muscle is being worked it drains more blood, and as the muscle in the leg is the largest in the body it is known to draw one third of the blood of the body and gradually relieve the blood from the heart. This leg exercise must be given slowly or it will defeat its object. If given too fast it will continue the rapid circulation of the blood.

Care must be taken that blood is not left congested in parts of the body. Men have been known to complain of their backs hurting after having been given the exercise of "trunk backward bend." This hurting is caused by blood being left congested in the back and should be

immediately removed by giving "trunk forward bend."

In order that the exercise may do to the body what it is intended to do, care should be taken that the correct starting position is taken. For example, in the "side turnings" the feet should be spread. If the feet are together most of the turning is on the ankles, while the exercise is intended for the chest and abdomen. In the performance of this exercise the order should not be given to "Keep the hips still." In order to do this, the muscles which rotate the hips in the opposite direction to the movement have to be contracted. Let the standing position take care of the hips. It is not the intention in these exercises to prevent the hips turning as far as the starting position will allow. If it were necessary from the first for the hips to be immovably fixed, this could be much more easily secured by at once using the "walk position" than by muscular contraction. It is intended that the starting position shall in the beginning allow the rotators of the thigh materially to assist in the movement, and as the lateral trunk muscles gain power and the flexibility of the spine increases, the starting position should be changed in order gradually to exclude the leg muscles, eventually leaving the lateral trunk muscles to do the work alone.

GENERAL FAULTS

Some general faults which most frequently occur, and which are most harmful to the proper development of the men, are:

1. Hindering the breathing by contracting the chest.

2. Exercise done with only one side at a time—not done equally with both sides.

3. Choosing a poor starting position.

4. The positions may lack sufficient firmness and precision.

5. Making a larger or smaller movement than is required by the exercise.

6. Not keeping proper time in the exercise.

7. Practicing an exercise in such a way that the effect for which it is intended is not obtained.

8. Not keeping the shoulder blades sufficiently back in the exercises in which the arms are stretched upward or forward.

GENERAL ORDERS—REPORT OF
MAJOR KOEHLER

We would advise the careful study in this connection of Special Regulations No. 25 on "Field Physical Training of the Soldier," which contain a syllabus prepared by Major Herman J. Koehler, United States Military Academy.

COMPETITIVE GAMES

These are of great value in giving physical exercise to troops in an interesting and attractive way. Suggestions for competitive games will be found in this pamphlet under the heading "His Recreation."

CHAPTER III

HIS RECREATION

The leisure hours of the men can be made valuable or dangerous. The spirit of the company, the personal standards of the men, and the thoughtful leadership of the commander will decide the result. An unwise use of leisure hours results in destroying the good spirit of the company, multiplying delinquencies and discrediting the character of the army among civilians. The wholesome use of leisure hours contributes directly to military efficiency, to ease of training, and to general morale. It is a decisive factor in developing loyalty to leadership.

There is no place where recreation counts as much as within the company. Every effort should be made to utilize its talents. A successful recreational hour of any kind within the company, while in many ways more difficult than to send parties to outside entertainments, increases harmony and good will as well as confidence and self-respect. Such talents when developed are always available. They give the men standing among their comrades and often bring credit to the company. There is always a danger of de-

pending so much on superior available material, particularly professionals from the outside, and of casting discredit on the less experienced efforts of your own men.

An inexperienced quartette which had given a company considerable pleasure was permanently disbanded because an unwise captain brought in a professional quartette to sing at a company performance on the same program with them. Attention must always be paid to the finer feelings of the men of the company. It is just as necessary in the long run to command their hearts as their heads. Consideration generally comes back in terms of loyalty.

MUSICAL ACTIVITY

The officers of the National Army recognize that music should constitute an integral element in the life of the soldier. This recognition has become official. It includes the setting aside of certain times for this purpose and the forms which this musical activity may take.

Music in the National Army will be divided into four classes:

- | | |
|--------------------|----------------------|
| 1. Singing— | 2. Instrumental |
| (a) By Companies. | Squads. |
| (b) In Assemblies. | 3. Stationary Music. |
| (c) Quartettes. | 4. Outside Talent. |

SINGING

This is without doubt the most important musical activity. Recalling college days, we know the "sings" around the table at night after dinner, singing college and fraternity songs and general "barber shops," did more to develop fraternity and college spirit than any other one college institution, unless it were singing those same songs in larger bodies on the football field. The central features of a musical plan will be the company "sing." The procedure is simple, involving:

1. A leader.
2. A time and place.
3. Material for singing.

The leader should be appointed by the captain, and should be as far as possible popular, a fair singer, and conversant with good songs, especially such as are likely to be taken up by the men. Such a man will be found with little difficulty in almost every body of 150 men. The question of the leader is an important one, and if necessary special inducements might be offered to attract the services of these men.

The best time and place is in the mess-hall after the evening meal. The "sing" will be short and snappy and not long enough to interfere with the civilian service in caring for the mess-hall. Ten or fifteen minutes will be sufficient time.

On some evenings one song or two will be sufficient. On other evenings at intervals the "sing" may be drawn out. The prevailing spirit should govern the time, and no attempt made to make a drill out of it. If possible, it would be desirable to permit smoking during the "sing."

The material for these songs should in the first place be such that the men will actually sing and enjoy them. After the men get into the spirit of singing they will readily learn to sing songs of some merit that in the first instance they would not touch. The exercise is recreational purely.

A set of songs compiled by the War Recreation Commission is in process of publication and will be available at an early date. This published song material will be properly supplemented by current unpublished street songs, current ballads, and college songs. Music publishing houses are furnishing, free of charge, lantern slides of the words of their new popular publications. For assemblies larger than companies where a lantern is available these will be invaluable.

The suggestion of a regularly organized company "sing" is based on experience and on the firm belief that such a nucleus will form a basis for singing on other occasions that will keep spirit and morale in men as few other forces will.

From the nucleus of the company "sing" a natural development is the quartette. This is a

spontaneous organization. It should be encouraged by the officers and the "sing" leader. Quartettes should be given opportunity to perform both at the "sings" and elsewhere at assemblies, company or regimental performances, etc.

From the company "sing" as a working basis, the singing at route marches, bivouacs, etc., will be stimulated, for the simple reason that the men know they can sing and know what to sing.

Singing at larger gatherings will also be better with the company "sing" an established institution. If there is difficulty in securing leaders for all companies, leaders may be appointed for service at the larger assemblies who can also circulate at intervals in the company "sings."

DRAMATICS

Army life promotes an enjoyment of dramatic performances. Such performances may be divided into those offered outside the companies by organizations such as the Fosdick Commission, the Theatrical Managers Association, the Y. M. C. A., or the Knights of Columbus, and those given within the company. As the officer has little to do with the character of such performances, it devolves upon him merely to see that his men accept the opportunity of attending those arranged for his benefit. A great amount of such dramatic

entertainment will be offered in the cantonments. Plans on a large scale are also being made for such service over-sea.

The promotion of proper dramatics in the company, however, remains of real importance. Some man should be selected as director of dramatics. He should make plans and have assistance and authority from the commanding officer. Stunt nights, minstrel shows, musical comedies, company circus, farces written and performed by men, have been tried successfully in the Training Camp. When some unusual feature is developed it can be interchanged with some other company. Occasionally an entertainment may be given by the regiment, each company selecting its representative.

THE MOVING PICTURES

At the beginning of the war the British government provided movies for Kitchener's army and decided that instructive films would be popular, but the "Tommys" failed to attend them. The soldier went to the movies for recreation solely after his strenuous daily drilling and routine, and the instructive pictures failed to amuse. The result was, he did not patronize the movie and the British government came to the hasty conclusion that the soldier did not care for this form of

entertainment. But later pictures showing Charlie Chaplin, Douglas Fairbanks, W. S. Hart, and others, were given and the men packed the Y. M. C. A. recreation halls where they were shown. The movie is a necessity to the soldier as a form of amusement and the most practical way of giving our soldiers pictures would be in units not to exceed a thousand men at a time. This entertainment is furnished now in many camps by the Army Y. M. C. A. Such an arrangement has already been made in the cantonments by the War Department.

GAMES

A large percentage of the men will enjoy games of any kind. Provision should be made for outdoor games and indoor games. Directors should have supervision of each.

Outdoor athletic games such as baseball, football, basket-ball, volley-ball, field events, boxing, wrestling, hockey, and skating should be encouraged. If the officer has had any success at these events he should assist the men in that department. If not he should teach it to enlisted men who are competent. The director should see that games are played correctly, with proper spirit, and energetically. Reports should be made to the commanding officer concerning the char-

acter of each man's performance. There is no better test of a man's real self than when he forgets himself at play.

The idea that play is essential to the all-round development of the individual is gaining recognition everywhere. Moreover, we are beginning to see that every individual should be trained to have some form of game that will call him away from his regular work and gain his full allegiance and furnish him complete relaxation for a brief period of time.

Probably no group of men are more in need of the relaxation that comes through co-operative and competitive play than are the men who spend their time in the trenches. It is not difficult to get men and boys to play. The one essential is a leader who appreciates the value of play and who knows how to direct others.

One idea that should be kept in mind is that the games offered the soldier should be simple enough that the rules will not detract from the interest of the game. Furthermore, the games should admit of a large number of players; every one who wants to play the game should have a chance to do so. The Playground Association of America has done some excellent work in compiling lists of games that are playable, indoors and outdoors. "Gymnastic Games" by Chesley is an excellent handbook of games, many of which

will admit a large number of players. Angell's book on plays and games, published by Little, Brown & Company, is another book that every company library might have.

RECREATION SERVICE IN COMMUNITIES NEAR TRAINING CAMPS

This work for the men is being promoted for the Fosdick Commission, by the Playground Association of America.

Frequently it is necessary and advisable that men should seek recreation outside camps. On such occasions it is well for the commanding officer to know what opportunities for wholesome pleasure there are for his men, and to inform them concerning these places. Proper co-operation between officers and those seeking to advance the men's interest will secure good results. A report of activities can be had by writing the Playground Association of America, 1 Madison Ave., New York City, or by interview with representative near camps.

CHAPTER IV

HIS MORAL PROBLEMS

Moral quality and purpose underlie efficiency and reliability among the enlisted men. However strong men may be in other respects, without good morals they must ultimately break down. Whenever you find an enlisted man physically clean, intellectually alert, and vigorously alive, credit it to his moral character. In the army moral qualities must be virile, positive, and useful. The officer should reward such character with larger opportunities. He should try to develop larger moral strength among his men, by instruction and personal influence.

A celebrated Englishman, speaking to troops during the present war, called their attention to the fact that the surgeon, before beginning an operation, makes sure that his instrument is antiseptically clean and cannot infect the body it is employed to relieve. "In like manner," said the speaker, "the army employed to cut the cancer of Autocracy and Militarism out of the social body must be composed of men who are physically and morally clean; lest in ridding the world of its loathsome cancer, it be infected with a virus more loathsome still."

Our soldiers carry the Nation's reputation to the front. They must be kept clean; otherwise, not only the men, themselves, but our future American life to the third and fourth generation will be affected.

Repressive measures are helpful to a certain degree only. We should give them reasonable support. Prohibition of drink, and regulations to keep camps and their environs free from immoral resorts and bad characters, must be enforced. Civil authorities should be encouraged in making this condition effective in communities surrounding the camp.

In the last analysis, the whole matter of morals in the army comes down to the moral fibre of the man himself. A man of positive moral character will be safe even in an immoral environment; while a man lacking in moral resource will seek and find opportunity for indulgence, however repressive the measures adopted for his protection. This manual is prepared for the purpose of assisting the officer to build up personal character, as well as company spirit.

PROBLEM OF PROSTITUTION IN ARMY

METHOD OF ATTACK ON VENEREAL DISEASES

(Advance Print from Social Hygiene, October, 1917.)

An Outline of Activities and Co-operating Agencies Planned to Reduce the Prevalence of the Venereal Diseases

Methods of attack upon venereal diseases divide themselves into four classes:

A. Social measures to diminish sexual temptations.

B. Education of soldiers and civilians in regard to venereal diseases.

C. Prophylactic measures against venereal diseases.

D. Medical care.

A. SOCIAL MEASURES TO DIMINISH SEXUAL TEMPTATIONS

(1) By the suppression of prostitution and the liquor traffic.

(2) By provision of proper social surroundings and recreation. These activities which have to do with social matters largely fall outside the jurisdiction of the medical service of the army, but this service can render these activities more

efficient by stimulating and supporting them, and wherever practicable such support should be given.

(1) *Suppression of prostitution and liquor traffic in zones*

Keep careful track of conditions as regards these two matters in surrounding districts, in cities or towns where soldiers go, and in travel gateways.

In camps and zones, we have the following agencies which may be utilized:

The constituted authorities, military and civil.

The Commission on Training Camp Activities, War Department.

Local and national volunteer agencies may be utilized to discover failures and abuses, and to help otherwise in the work under direction of the proper authorities.

Outside the zones, a large number of forces can be used. Among these:

State Councils of National Defense.

Civil police and health administrations.

Associations of commerce.

Women's clubs.

The press.

Social hygiene and vigilance societies, and other social and religious organizations of influence in civil communities.

(2) *Provision of proper social surroundings and recreation*

In camps and zones, plan to:

Develop social activities and amusements.

Provide places where soldiers may go for comradeship, to meet friends, to "loaf."

Supply an attractive place, or places, for soldiers to meet their women callers in camps and near camps.

Establish, under police authority, women patrols in zones.

Enforce rules against women being received in soldiers' tents or being allowed the freedom of camps.

Encourage facilities for interesting the soldier in reading, lectures, music, congenial friendships, hobbies.

For this purpose, we have for use in camps or zones, or both:

The Commission on Training Camp Activities supervising activities of the Young Men's Christian Association, Playground and Recreation Association, Knights of Columbus, Young Women's Christian Association through its hostess houses, the American Social Hygiene Association and other national and local organizations invited to carry on special activities.

Similar provisions for social diversions and proper social surroundings should be provided

outside the zones, and if possible, provision at least for their inspection by military inspectors should be provided.

For use outside the zones, we have many things which must be done:

Practically all the above agencies are organized to conduct similar work in communities accessible to soldiers but not within the military zones.

An effort should be made to stimulate local organizations in towns near camps and at railroad centers to furnish proper social diversions and amusements for soldiers, and to provide places where they may go when on leave.

Enlisted men's clubs for this purpose, charging a small fee a month membership, are greatly to be desired.

Organizations of men and mature women to furnish members to meet soldiers in a friendly way, and to give them information and directions are desirable in towns and at railroad centers and other points in large cities where soldiers come in numbers. Fraternal organizations should be enlisted in this work.

Pressure should be brought to bear on the civil authorities to suppress vicious amusement places, to clean up parks and other recreation places, and to furnish for such places morals police. For this purpose, the members of special law enforcement organizations could be used.

Inspection of social and moral conditions in the camps, in the zones, and in contiguous districts and of the work being done by the various agencies for social betterment should be made by federal authorities. Similar volunteer inspections by dependable vigilance and other civic associations should be encouraged.

B. EDUCATION OF SOLDIERS AND CIVILIANS

(I) *For soldiers: (a) Lectures; (b) Pamphlets; (c) Exhibits*

(a) Lectures to soldiers should be given by medical and line officers, and competent volunteers furnished by outside agencies under invitation and direction of the Medical Department. These, beside inculcating continence, should explain the risk and waste of venereal diseases and the program adopted to avoid them. Lecturers without authority should not be permitted.

(b) A pamphlet should be given the soldier as soon as possible after enlistment. This pamphlet should be very brief and should warn the soldier of the venereal dangers to which he may be exposed and give him instructions, if he should be exposed, to report as promptly as possible to his regimental infirmary.

It would be very desirable if a pamphlet could be distributed at the place of meeting of Exemp-

tion Boards. Later somewhat fuller pamphlets should be distributed to soldiers through medical and line officers, or by accredited volunteer social hygiene societies.

(c) Exhibits, such as the Coney Island exhibit of the New York Society of Social Hygiene, the exhibit of the National Cash Register Company, the exhibits of the Oregon Social Hygiene Society, the Missouri Society and other exhibits and demonstration methods worked out by the American Social Hygiene Association should be adapted to the needs of military life and furnished to each cantonment.

(2) *For civilians*

In the attack upon the venereal problem, it is highly desirable that such educational activities as those outlined above for soldiers should be stimulated for the civilian population.

The influence of the military authorities should be given to the national organizations for social hygiene and to the numerous sanely conducted local organizations of the same sort.

Encouragement should be given to the organizations which are undertaking to arouse the interest of the woman population of the country in matters of social hygiene and for instructing women in regard to venereal diseases.

Organizations dealing with these matters which attempt to reach women should be encouraged,

especially in the vicinity of camps. An increasing number of influential organizations such as the General Federation of Women's Clubs and Patriotic Women's League are indorsing and supporting sound social hygiene programs, and supplementing the more specialized efforts of such organizations as the Young Women's Christian Association and the Women's Christian Temperance Union.

C. PROPHYLACTIC MEASURES

Instruction in Prophylaxis

Soldiers should be informed of the fact that there are prophylactic measures that reduce the dangers of venereal infection. But this instruction should take particular care to inform them that there are limitations to such prophylactic measures and that they furnish only partial protection and in no sense give freedom from risk.

Regimental Infirmaries

The provision of prophylaxis (early treatment) in regimental infirmaries, which should be open day and night, is imperative in any sane attack upon venereal diseases. The prophylactic station should be utilized as a place for personal advice and education against future exposure, and should be conducted as an early treatment dispensary. Any spirit of levity or condoning sexual promis-

cuity should be discouraged, and obscene stories or objectionable conduct should be rigidly repressed. The men assigned as officers in charge of these stations should be mature and with the personality and force of character calculated to gain the confidence and respect of the men applying for treatment. The medical officer in command should be impressed with the strategic importance of the prophylactic station for education, appeal, and the securing of social facts of vital importance in the prevention of venereal diseases.

Infirmaries in Civil Centers

In cities, where there are no adequate civil dispensaries to be used and through which soldiers in considerable numbers pass, either while on leave or in travel, there should be provided in accessible locations regimental infirmaries. In a few cities, where dispensary services are particularly well developed, regimental infirmaries may be replaced to advantage by accrediting these civil dispensaries for use. Information should be furnished to soldiers of the existence and location of such regimental infirmaries and available dispensaries.

Leaves of Absence

In the interest of health, long leaves of absence for soldiers should be as far as possible discouraged. Leaves of absence of more than twenty-

four hours are particularly dangerous, and it would be desirable if leaves of absence should be timed from as early an hour in the day as possible.

In cases where soldiers have been exposed, particularly if for any reason exposure seems unusually dangerous, special observation of such exposed men should be made, and if practicable these observations should be repeated at intervals of a couple of days for two or three weeks.

All pressure possible should be made by military authorities against houses or women which experience shows are frequent sources of infection, and this should be extended as far as practical to prostitution generally. The more effective the repression of prostitution can be made the greater will be the reduction in venereal diseases.

All possible influences should be brought to bear to encourage civil authorities in the attack upon prostitution in all its phases. A medical program for civil communities equivalent to the military program for prevention and treatment should be encouraged.

D. MEDICAL CARE

Hospital Organization

There should be a special service in each cantonment hospital to care for skin and venereal diseases.

As far as possible, all such cases should be in

charge of the venereal service, and where for any special reasons, such cases must be under other services, the senior officer of the venereal services should be, if possible, consulted in regard to them.

In the venereal disease service, there should be at the head an experienced specialist in these diseases, and whenever possible, another medical officer trained in venereal diseases should also be in the service. The other medical officers assigned to the service need not necessarily at the beginning be trained in venereal diseases.

In the event that mature specialists from the Medical Officers Reserve Corps can not be furnished for the head of the service in each one of the cantonment hospitals, it would be practicable to use two half time men, serving on alternate days, to act as head of this service. These men to be obtained from adjacent large cities. Under such conditions, there should always be furnished a qualified junior officer.

Instruction in Venereal Disease for Medical Officers

One of the important functions of these services will be to train a group of men in venereal diseases. The service will, if well conducted, rapidly develop the knowledge of these diseases among medical officers.

It should be distinctly understood that one of the duties of the trained specialists who go into

this service will be that of teachers of venereal diseases to the less well-trained medical officers, and regimental officers should be encouraged to avail themselves of the opportunity for instruction furnished by these services.

Emphasis should be placed upon the necessity of high standards of technique in carrying out treatment.

Hospital Cases

The cantonment hospital should have under their care all cases of venereal diseases which are in the acute, infectious stages. These include:

All acute gonorrhea.

All cases of syphilis during the early infectious stage and which have chancres, mucous patches, or condylomata. But it should be seen to that hospitalization of venereal disease does not become an abuse which is allowed to interfere unduly with military duty. There should be no leaves of absence for infectious venereal cases, and cases which have passed the acute infectious stage, but which might become dangerous through the possible development of mucous patches or of chronic gonorrheal discharge, should not be allowed leaves of absence from camp.

Standard Records

The syphilitic register of the army should be carefully and fully kept; social facts of epidemio-

logical importance should be secured in every case if possible.

Standardized Treatment

An effort should be made to standardize in a general way methods of treatment, and provision should be made for some special instructions in venereal diseases for all doctors who have charge of troops. To this end, a book of instructions should be issued to each of the medical officers in the army. This booklet should especially emphasize the great importance of early diagnosis and treatment in venereal diseases and outline suitable methods of treatment.

There should be furnished cards of brief instructions to patients with gonorrhea or syphilis.

Laboratory Facilities

Laboratory facilities are necessary:

(1) For demonstrating gonococci and other bacteria.

(2) For demonstrating spirochetæ by dark field illumination.

(3) For urinalysis (which should be required once a week for every syphilitic patient under treatment).

These laboratory facilities should be in the wards of the venereal service.

(4) For Wassermann tests.

These to be in the general laboratory.

Inspections

In order to keep up a high status of effectiveness, there should be provision for inspection of these services by special inspectors in venereal diseases from the Surgeon General's office. These inspections should cover each of the four classes of attack specified.

WM. ALLEN PUSEY

FRANCIS R. HAGNER

GROVER S. WENDE

S. POLLITZER

HENRY H. MORTON

Advisory Committee.

COL. F. F. RUSSELL, M. C.,

In charge, Division of Infectious Diseases.

“The venereal prophylactic measures carried out in the army have in large degree proved effective in preventing venereal disease. This has been a gain not only in army efficiency, but apparently a great social gain. But to regard this as the whole problem is to be very shortsighted. From the social point of view the question is not only one of the effect of venereal disease upon the social body, serious as that is. The more far-reaching evil is the state of mind and of character which lies back of it. The greatest evil to society results from the shattered ideals, lowered standards, sensualized minds, and perverted practices which are brought into home life and society by

these men who represent in large measure the cream of the young manhood of the nation. To safeguard the home and society against these basic evils, we must not only abolish venereal disease, but we must minimize, so far as possible, prostitution itself."—EXNER.

DRINK

The drink problem in the American Army has been decreased by prohibitory measures in communities around army posts, as well as by stringent disciplinary measures. A great number of the most difficult cases of discipline, as well as one of the most serious causes of unreliability and inefficiency, is still to be found here. The question of how the situation in general is to be met abroad will be worked out by commander in charge of American Army. The co-operation of the company commander will always be needed.

Emphasis should be laid on the fact that the drinking soldier cannot be depended upon. He is generally the inefficient soldier, although there may be occasional exceptions. After drinking, the mind either exaggerates so that a man attempts too much, or is depressed, so that a man undertakes too little. If suddenly deprived of it, as he must be in campaigns, he becomes irritable and nervous, just when steadiness is most needed.

Men should be protected against the excessive use of condiments with their food, as this causes an abnormal craving for liquor. Care should be taken by mess sergeants, to provide a well-balanced mess. Special efforts should be made to keep the supply of drinking water pure and adequate. Every possible linking up of the man with home influences helps. Banks should be established in connection with the Y. M. C. A., to encourage him to save. Men should be paid several days before they are at liberty to leave camp. Treat each case individually. What succeeds with one fails with another. The actions of the men will not rise higher than the officers who lead them. Habitual offenders should be held up as a discredit to the organization. Educational work along these lines will be necessary preparatory to the campaigns in France.

GAMBLING

Gambling should be prevented within the company by every possible means. In military life, as in civil life, it develops a spirit hostile to good friendship and to morale. It makes men selfish, deceitful, and lazy. The spirit of adventure which underlies it can be used in the field of battle, rather than of chance. The best cure is a good company spirit, and a wholesome recreative life.

PECULIAR MORAL CONDITIONS OF THE
SOLDIER'S LIFE

As soon as a man doffs civilian clothes, and dons his uniform, he comes into a moral environment and atmosphere quite unlike anything in civilian life. The uniform itself, just alike for every man, seems either to take away a certain sense of personal moral responsibility, or to add a new element of personal pride and dignity. Hence the ease with which men seem to glide into habits and practices and points of view, which they would have vigorously eschewed in civilian life. The officer should consider this in the care of men. Language, habits, ideals, everything vital in a man's moral life, become flux, as it were, and the current is easily turned. This leads to a point which it is impossible to overestimate, viz.: the opportunity for mutual helpfulness. It should be impressed upon every man that he has the choice of influencing the man beside him, or being influenced by him; and that, if he is to influence the other fellow, he can deliberately choose what the nature of that influence is to be. It can be up or down, wholesome or unwholesome, good or evil. Nowhere is a man more his brother's keeper than in the army. If you curse and swear and use foul language, if you scoff at sacred things and speak sneeringly of moral restraint, you

make it harder for your comrade to be decent, if he is trying, and you push him all the lower, if he is not trying. You need not be pious, goody-goody, or long-faced. Virile men have a just contempt for pretense; but they never fail to honor real integrity, however much they may seem to scoff at it at times. The man with moral backbone is the man upon whom the ultimate efficiency of the company will impinge. There is no substitute for personal cleanliness, nothing to take the place of the simple, virile elements of true manhood. Let every man put this question to himself: Is the moral average of the company raised or lowered by my presence in it?

CHAPTER V

RELIGION IN THE CAMPS

The place of organized religion in the camp has been recognized by the Government, in its appointment of chaplains. The chaplain is related at so many points with the life of the regiment to which he is attached, that sympathetic and friendly co-operation between him and the officers is a matter of mutual importance.

It is suggested that at the earliest possible moment, the officer take the initiative in becoming acquainted with the chaplain, and confer with him on personal problems of the men or matters that have to do with the morale of the unit. A natural friendship between officer and chaplain will strengthen the influence of both in the camp. Its effect upon the attitude of the men toward religion and discipline will be far-reaching.

DUTIES OF CHAPLAINS

BY MAJOR EDWARD J. VATTMAN, Chaplain, U. S. A.

The fact that all civilized nations have chaplains appointed members of the Army Officers' Corps proves that a chaplain is considered an additional help to the corps.

I have not space to detail the chaplain's work. I can barely point out the different fields of the army chaplain's activity: the chapel, the barracks, the hospital, the guardhouse, the schools, the library, the playgrounds, places of relaxation and amusement, the chaplain's quarters, and in war the battlefield with its adjunct.

1. The chapel for prayer and preaching, not general as in parish churches, but specific and peculiar, with force and enthusiasm. Patriotism is a Christian virtue.

2. The barracks, where the chaplain and soldier become more intimately acquainted, the chaplain learning the soldier's antecedents, his family relations, his talents, aspirations, inclinations, temptations, and failings. There the chaplain, like a father adviser, encourages, corrects, and helps the drafted recruit to get over his homesickness, and get into harmony with his new conditions and surroundings.

3. Into the hospital the chaplain will bring sunshine, religious consolation, patience, and hope. He is the patient's nurse, secretary, friend, confidant; he shows him the fallacy of imagined ill-treatment and neglect, helps him through the dark hours and days, yea, through the shadows of the valley of death, and by his tact also assists the medical corps, a body of men not surpassed by any civilian medical association.

4. When he visits the guardhouse, he shows the prisoners that he does not consider all of them great criminals, but guilty of such shortcomings as are not punished in civil life, but must in cases be severely punished in the army, where the slightest breach of rules and regulations may cause irreparable loss of valuable property, and of many precious lives. In the guardhouse, the chaplain advises the accused to make a clean breast of it, by telling the truth, the whole truth, and nothing but the truth to a court where no one is paid to convict or to free, but where every member expresses his true verdict, beginning with the officer of lowest rank, and ending with the President of the Court. Instructive and entertaining books, together with games (not of chance) are distributed to prisoners by the chaplain.

5. The chaplain is *ex officio* in charge of schools for enlisted men, and for the children of officers and others, as the commanding officer may direct.

6. The chaplain is nearly always librarian of the fort, and as such provides reading matter from Government funds and from charitable contributions.

7. The gymnasium and athletic field are not seldom supervised by the chaplain, as are likewise entertainments consisting of lectures, theatrical plays, moving pictures, and the like.

8. At any time not occupied by duty, the soldier may call at the chaplain's quarters or office,

where he can feel at home, and where rules of military etiquette are somewhat relaxed, without making such quarters loafing places.

9. I regret that, for want of space, I cannot write about the chaplain's duties on the field, before, during, and after the battle. I can only state that, like the duties of other officers, his are intensified. He must encourage others by his own courage, search for and assist the wounded, decently bury the dead, mark and keep an account of the graves, comfort the relatives; in short, unceasingly work for God and Our Country.

RELATION TO THE Y. M. C. A. AND KNIGHTS OF COLUMBUS

Opportunities for co-operation with these organizations are equally numerous. The secretaries of these, and of all similar organizations, will welcome suggestions which an officer may feel will promote the contribution of their work to the soldiers' welfare. The equipment and facilities under their control will gladly be placed at the disposal of the officer who wishes to use them for any purpose related to the morale of his men.

The possibilities of co-operation between voluntary officers whose value in army life has been so emphatically recognized by the Government and

by military leaders, are as many and as various as the conditions under which the officer may find himself and his command. Every officer who recognizes the importance of morale in making strong soldiers will be on the lookout for ways of utilizing to the full extent the great possibilities of these organizations, in the development of a sound and vigorous morale among his men.

The tremendous influence that has been exerted in the armies of other days by such great Christian soldiers as Chinese Gordon, Stonewall Jackson, Robert E. Lee, and O. O. Howard will suggest to every officer who believes in personal religion the unusual opportunity which army life will offer him for unostentatious Christian influence among his men. He will not have to preach to them, nor will he have to compel them to attend divine service, in order to let them see the deep sources of his own Christian character and faith.

The nearer he and his men come to the battle front, the more frequent and significant will these opportunities be. Those who have read the inspiring picture contained in the first series of the "Student in Arms," which has been so widely read in all training camps this summer, will find one secret of Donald Hankey's ability to portray such an ideal in the story of the last few moments of his own life in the trenches in Flanders: "Six days after this the student knelt down for a few

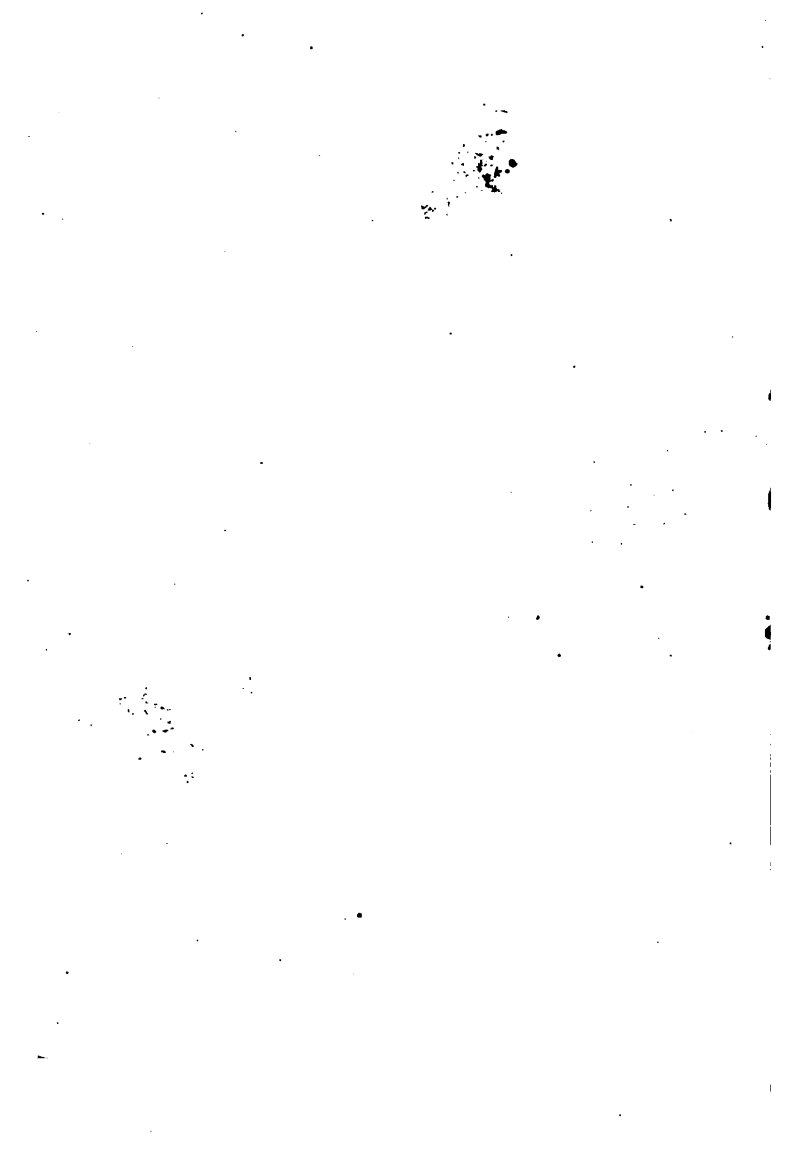
minutes with his men — we have it on the testimony of one of them — and he told them a little of what was before them: 'If wounded, "Blighty"; if killed, the Resurrection.' Then 'over the top.' He was last seen alive rallying his men who had wavered for a moment under the heavy machine gun and rifle fire. He carried the warriors along with him, and was found that night close to the trench, the winning of which had cost him his life, with his platoon sergeant and a few of his men by his side."

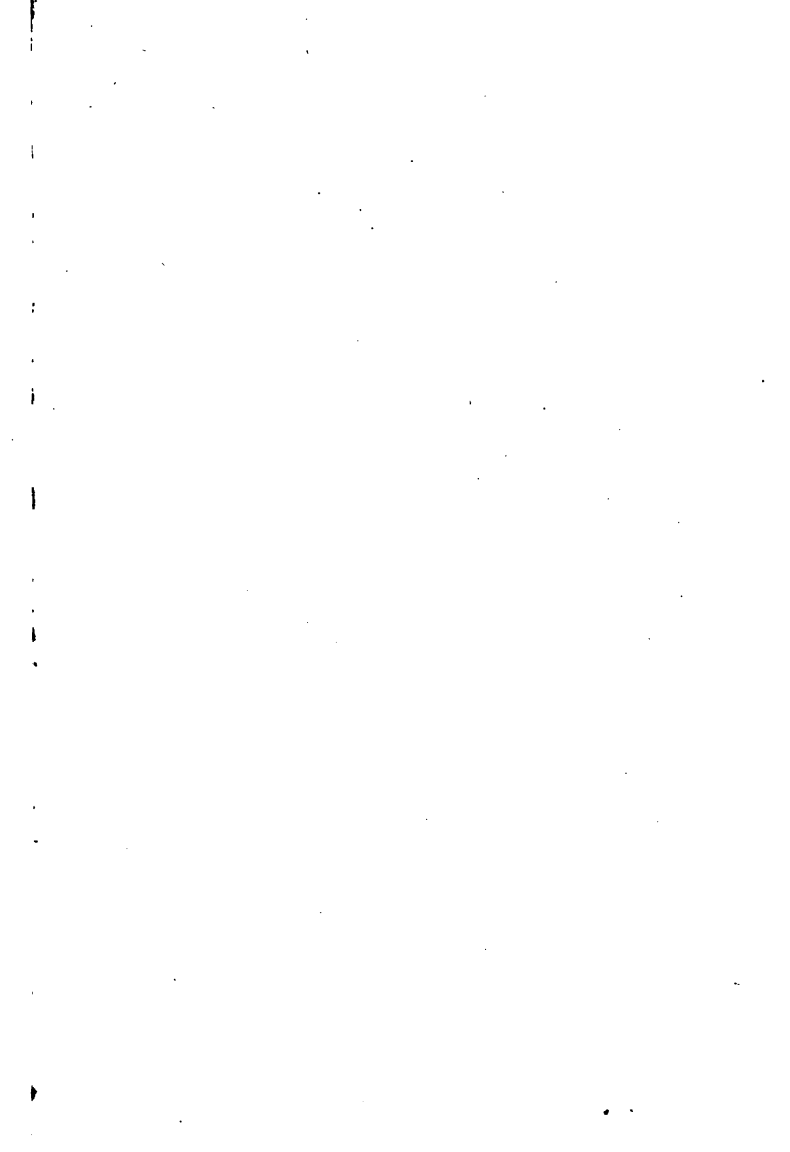
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